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The Forty-Second meeting of the CIA RETIREMENT BOARD convened at 2:00 p.m., 30 August 1966, in Room 5E-62, Headquarters, with the following present:

Mr. Emmett D. Echols - Chairman

25X1A9a

Mr. Alan M. Warfield - DDS Member

25X1A9a

MR. ECHOLS: Are there any additions or corrections to the minutes of the 16 August meeting? If not, we will accept the minutes as presented.

We will start out with five cases of those with 15 or more years of Agency service who meet the criteria and hereby acquire a vested interest. The only thing I was interested in is the ages of people who are acquiring vested interest. Is there any discussion on these five cases?

25X1A9a An interesting case is that of [REDACTED] Has she been at one post for five years, Jerry?

25X1A9a [REDACTED] Yes.

MR. ECHOLS: May I have a motion?

MR. WARFIELD: I so move.

MR. ECHOLS: All those in favor . . . opposed. Motion is carried.

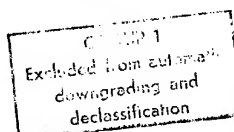
25X1A9a Category B group of three people -- [REDACTED] who will complete 15 years within six months and this will be the 15 year review and designation. Two cases -- [REDACTED] -- have to rely on contract employment to qualify but this is well documented and established. Is there any discussion?

25X1A9a [REDACTED] I move they all be designated.
Second.

MR. ECHOLS: All those in favor . . . opposed. Motion is carried.

The next group consists of 139 and I have a problem case that could become number one for you but I think I had better bring it up as

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separate business. We have 139 cases in category C. The only one that I
25X1A9a would question, Jerry, is number 73, [REDACTED] and my question is
this: she has only 29 months of service and she hasn't been abroad since
1961. Is she likely to go over again?

25X1A9a [REDACTED] I checked on that and I think she is -- yes.

MR. ECHOLS: At the moment you consider her an overseas careerist.

25X1A9a [REDACTED] Right.

MR. ECHOLS: Are there any other cases of these people you would
like to discuss?

25X1A9a [REDACTED] I have one on my desk right now. I guess we have
been up and down this one. This is a man who, when we initially discussed
him, had some 13 and a half years of Agency service but was shy by six
months of having qualifying service. Since it was discussed almost two years
ago there was obviously time left for him to get it and we made a bit of
a test case of the thing. Here is a man who, according to the rules, is entitled
to be designated -- at least his family would be protected during this period --
but now we have come to the end of the line. The 15 years is rolling around
and he still needs six months and I am afraid on that basis I am going to
have to recommend in this letter that he now be reviewed to be moved out of
the service, and the obvious question is what about thereafter? Will he
pick up this six months? Well, he is only two and a half years away from
retirement -- age 60 -- if he was in the Agency Retirement, but if he is
in the other retirement he can go to 62. There is very little chance that
within the next two years he will go out.

MR. ECHOLS: Have you considered him unsuitable for overseas or
has he been unwilling to assume the obligation?

25X1A9a [REDACTED] It's a grayish one. I cannot say he would not go
overseas - he would rather not, right now. He is well placed right now and
in the normal course of events we'd like to let him alone for a year or two
but at the end of that time he is ready for retirement. So I am afraid we have
one brought in and now rather quickly put out with sort of an outside chance
that he might get back in again.

MR. ECHOLS: I would think you would wait and see.

25X1A9a [REDACTED] I might add, he is trying to push me -- "do I really
go to 62 or will it be changed to 60?" Actually, the wording in the letter

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possible for there to be some kind of informal statistics on those who came in and said, "Sorry, I'm going to avail myself of this," and those to whom the supervisor may have suggested, "Look, why don't you retire. You are really not going anywhere," so it would be possible to get those statistics in a manner which would not be prejudicial to the person.

MR. ECHOLS: Coincidentally, I was going to raise the same issue. I agree it is sensitive information. Whether a man leaves because of family problems, personal, health problems or whether he is just fed up with overseas service or whether he is really motivated to go out and get a second career early, I think these things could be very useful to us in future years. How do you find out these things?

MR. WARFIELD: Certainly the Head of the Career Service or his people know and if these statistics could be kept without any names so that if we were ever called on for this information the Career Services could come up and say, "Sixty-x number of people to whom this course of action was suggested have retired."

25X1A9a [REDACTED] I don't see where this is going to be very valuable, frankly. Was it suggested mildly, strongly? - I mean, I don't know where you get with it.

MR. WARFIELD: In the absence of it, it looks like all of it is just for the convenience of the individual.

MR. ECHOLS: Often they could go hand in hand. If a man loses his motivation or loses interest in our field of work it is going to show up on the operations side. They are going to be anxious to get rid of him and he is anxious to go out.

25X1A9a [REDACTED] think that was recognized when Congress was discussing it. If you wanted to get him out or if he wanted to go out, it was for both purposes. If in those two categories you wanted a breakdown for your own purposes but I don't think Congress would care.

MR. WARFIELD: It looks like on the record the goodies are saying, "I'd like to get out early."

25X1A9a [REDACTED] I'm not altogether with you on that aspect. I think our answer would be there are no involuntary retirements. Now there are degrees of it. Speaking for Commo, there isn't one we have actually gone to

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and said, "We think you ought to retire," but there are a few we were happy to have say, "I am going to retire." This is the type that was sort of waiting it out and their work showed it and they were happy when they were able to retire, but it's certainly not true of all. We have the

25X1A9a [REDACTED] who retired on their 50th birthday and we'd love to have them with us. As these 55, 56 year olds go it is certainly having the desired effect. The younger fellows have room to move up a little faster.

MR. ECHOLS: Alan, we used to give regular reports to senior management on all departures from the Agency. If they were resignations we tried to categorize them by gain or loss. Was it a gain to the Agency when this person left or a loss? This is a tough thing to do. Obviously it has to be very carefully safeguarded information.

25X1A9a [REDACTED] There are all shades of motivation.

MR. ECHOLS: I did think if we could identify health cases and family problem cases it might provide a basis for getting perhaps some better benefits at some future date. I hadn't thought about going into the gain or loss aspect.

25X1A9a [REDACTED] Do we have some kind of regulation in practice today where if a person is resigning -- not retiring -- you get a statement from his employer about the time he leaves as to whether he was a good employee and they would like to have him back?

MR. ECHOLS: We attempt to assess every situation.

MR. WARFIELD: Don't you do it on the basis of Fitness Reports?

MR. ECHOLS: We take many factors. We do confer with the line of command. We also pay attention to what the individual tells us in out-processing and we try to strive for some kind of balanced position. It's a difficult thing to do but we do make a try at it.

25X1A9a [REDACTED] Are a lot of those clericals?

MR. ECHOLS: Of course, the majority of our turnover is clerical but we don't really bother much below grade 12. We don't really try to make a real evaluation under the circumstances.

25X1A9a [REDACTED] Is that the type of thing you had in mind? If the man were to retire you would sort of say, "Well, I wouldn't fight to get him back but he was an average employee."

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MR. WARFIELD: No, I had in mind only where management had encouraged this man to retire since his usefulness to the Agency had in some way been impaired, maybe only through blown cover in a highly specialized field, or just run out of steam, or whatever.

MR. ECHOLS: I am saying this for your information. Generally speaking, I am under an injunction to investigate as best I can every case of a loss of a senior career officer with the Agency to attempt to find out what the answer is before the individual leaves with a view toward possible salvaging some people before they make up their mind to go. This is difficult because most people don't surface their intention to leave before they have committed themselves outside so it's an almost impossible job unless the supervisor, who is probably closest to the situation, can tip us off beforehand.

MR. WARFIELD: I think most supervisors would, and do, but if they are having a conversation with a man who is not a bad employee but he isn't going anywhere and not getting into this particular team effort they would give him a good parting record but would have actually encouraged him to leave. Part of the objective of this Act is to move out those people. I thought it would be helpful if we had some kind of statistics but if "Uncle Joe" thinks it wouldn't --

25X1A9a [REDACTED] I think for the present any statistics would be for internal handling.

25X1A9a [REDACTED] Have there been any involuntary cases?

MR. ECHOLS: None really that have gone to the Director for directed retirement.

25X1A9a [REDACTED] I notice one case on the docket today where if you asked the man he would say, "No, it's my idea," and if you asked the supervisor he would say, "I have tried to steer him in that direction and it's my idea," so you get into that kind of motivation business. I don't think you get anywhere.

MR. WARFIELD: If Joe says there is no chance that some day someone will say, "Since you haven't used that involuntary separation provision, let's take it out -- "

MR. ECHOLS: That goes back to, in the opinion of management, is this a gain or a loss to the Agency. Regardless of who is motivated or who

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